

## C O N F I D E N T I A L

6 March 1981

MEMORANDUM FOR: Director of Personnel

FROM:

:

[REDACTED]  
Chief, Career Management Staff

SUBJECT : DO Wish List on Personnel Management Matters

1. As you are aware, there are a few areas where the otherwise commendable movement towards uniformity in personnel management systems has created problems for this directorate. Some of these problems can be solved readily, others may take some work, and one at least appears to defy solution. As our mutual time and priorities permit, I would like to take them up with you and DD/PERS and/or the PMAB as appropriate. This is an alert and an advance agenda -- in no particular order of priority.

*ENS  
RS  
as  
proposed*

a. The Uniform Promotion Schedule. We need relief from the existing schedule so that we can run our panels and promotions in an orderly sequence and with more economical use of space and personnel. [REDACTED] is working on a proposal designed to hold necessary exceptions to the minimum.

b. Performance Appraisal Report. I believe strongly that some major changes are in order. These include:

(1) The narrative description of the number grades. With "6" equating to "strong," we merely perpetuate grade inflation and for all intents and purposes limit PAR grades to 5, 6 and 7.

(2) Estimate of Potential. I think we should eliminate it, but, if Agency consensus continues to favor it, I believe we can better define what we want from the rating officer.

C O N F I D E N T I A L

25X1

25X1

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*wait for*

(3) Format. The existing format in terms of both package and sequence is unwieldy and confusing -- and messy. Since CIA-peculiar forms are being rapidly removed from field stations, we also need something which can be reproduced readily from a single exemplar or one which more readily lends itself to telepouch/cable format.

*lost*

c. Publication of Promotion Targets. I have found this to be a somewhat feckless exercise. (The only people who seem to pay any attention to the targets are the barracks lawyers.) I have no objections to the publication of promotion statistics.

d. The Three Year Trial Period. This is the issue that appears to defy acceptable (to us) solution. I'll wait until I collect a few more horror stories before raising it again.

2. In addition to those problems that have stemmed from "uniformity," there are several other matters on which I believe we need to maintain momentum. These are:

*BP/cv  
guitzup*

a. Reclassification of OSA/AA Positions. I know that PMCD is working hard on this. We remain prepared to do anything we can to help -- particularly since the DDO raises the subject with me on an increasingly frequent basis.

*look at*

b. Clerical Grade Structure. I recognize that, with the exception of overseas personnel, there is little justification for raising clerical grades or salaries. However, I continue to be convinced that we can do much to meet a more critical requirement -- the need for recognition -- by developing a new clerical grade scale which increases opportunity for promotions.

*Jeff  
current  
organ  
structure*

c. Position Classification. I am very pleased with the progress we've made toward mutual understanding and, from this vantage point, feel that much of the past controversy has disappeared. However, I still would like to try some of the additional approaches we have discussed. As an example -- C/OED is in the process of

2 *contact  
on S/S  
allocation  
to positions or  
15 numbers  
in S/S allocation*

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reorganizing OED and a number of his positions should change. He is confident he can make the adjustments he needs within his existing grade average. Since OED is one of our smaller components and has no overseas positions, it would make a good pilot program.

*why*  
d. "Official" Personnel Files. At some point, we ought to try to do something about the organization, content and currency of the mixed bag of "official" personnel files. I realize that resource constraints complicate efforts in this area.

3. I'm available.



25X1

*Cont. employee > FEO guarantees*

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2 Gals with L...  
3/81

1/40

discussed 3/16

Gene working in  
" Park called me  
4/3/81 - Jack - spent 3 hours  
in this yesterday -  
will have something  
with CB 4/8

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ROUTING AND TRANSMITTAL		Date	Initials	Date
TO: (Name, office symbol, room number, building, Agency/Post)		3/12/81		
1.	Chief, Policy and Evaluation Staff			✓
2.				
3.	Chief, PMCD			✓
4.				
5.				

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

REMARKS

Can we discuss your thoughts/ideas on this  
on Monday at 2 p.m.?  
(1:30)

Pete

*Here*  
*should we keep?*  
*P*

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)	Room No.—Bldg.
DD/PA&E	1006 Ames
	Phone No.

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

DO Wish List on Personnel Management Matters

FROM:

C/CMS

EXTENSION

NO.

DATE

6 March 1981

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1.

DD/Pers  
D/PERS

10 MAR 1981

2.

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4.

11 MAR 1981

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15.

- Suggest we have a preliminary meeting with Jim + Pete to discuss our approach.

, B

3. MTG. set for Monday, 16 March, 4:00 p.m., Mr. Fitzwater's office.